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THE FIGGIE REPORT PART II:

THE CORPORATE RESPONSE TO FEAR OF CRIME

Sponsored by A-T-O Inc.
Conducted by Research & Forecasts, Inc.

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Survey Advisers

Jackson Toby
Ph.D., Harvard University
Professor, Rutgers University

Anthony V. Bouza
M.P.A., University of New York (Baruch College)
Chief of Police
Minneapolis

Guy C. Berado
L LB., New York University Law School
former FBI Supervising Agent in
charge of Criminal Matters, N.Y. Office

We would also like to extend special thanks to Dr. George M. Camp, President of the Criminal Justice Institute, Inc. for his advice.

Research & Forecasts Staff Responsible For This Study

John Crothers Pollock
Ph.D., Stanford University
Director of Research

Peter Finn
M.A., Columbia University
Director of Operations

Kathy Bloomgarden
M.A., Columbia University
Computer Systems Analyst

Michael Wolk
B.A., University of Minnesota
Senior Writer

Adam Snyder
B.A., Hampshire College
Senior Writer

For further information about The Figgie Report please contact:

Research & Forecasts
110 East 59th Street
New York, N. Y. 10022
(212) 593-6424

Preface

by

Harry E. Figgie, Jr.
Chief Executive Officer
A-T-O Inc.

Part I of The Figgie Report on Fear of Crime (based on a survey of the general public), released in September of 1980, struck a sensitive nerve all across the United States. In editorials, in front-page articles, on television and radio news programs and talk shows, and, perhaps most important, in private conversations, the notion that we are all victims of crime, regardless of whether or not we have been personally attacked, was discussed and documented. More than 1,000 requests for and comments about the study have been received from the White House, the U.S. Supreme Court, the FBI and other federal agencies, state government authorities, educational institutions, public corporations and private citizens.

Part I of The Figgie Report found that two of every five Americans are highly fearful that they will become victims of violent crimes such as murder, rape, robbery or assault, and that even greater percentages of the population are taking a variety of rather strict security precautions. Part II of The Figgie Report finds that the senior executives of FORTUNE 1000 companies are concerned about crimes unique to the corporate milieu (kidnapping for example), and that the precautions they

take are appropriately comprehensive. Part III of The Figgie Report, to be released later this year, examines community leaders' responses to crime and its prevention in ten major cities across the country.

A-T-O is pleased to sponsor The Figgie Report on Fear of Crime series because as Americans, and as members of the international business community, we believe that there are few greater threats to our freedom than crime and the fear of crime. Approximately 1% of the population is terrorizing the other 99%. If the public and our corporate leaders do not join together to draft solutions to their common problems, the law-abiding citzen will continue to be held hostage.

Crime and the fear it instills within all our lives will not vanish overnight, nor is there one panacea that will provide a solution to its causes. However, if we allow society to deteriorate around us, we eventually will be engulfed in the decay. It is my fervent hope that the following report, in conjunction with Parts I and III, has made, and will continue to make, an important contribution by describing in detail a problem which is on the minds of all Americans.

Overview

The Figgie Report, Part II: Corporate Response to Fear of Crime focuses on a special segment of Americans responsible for protecting not only themselves and their families, but also billion-dollar companies and ultimately hundreds of thousands of employees. The study finds that FORTUNE 1000 senior executives take a wide variety of stringent personal and corporate measures to combat crime.

The extent of their precautions is tied to their perceptions of increasing crime, and, more dramatically, to their concern about the volatile international arena in which they function. Specifically, corporate executives are particularly concerned about the possible kidnapping of themselves, their families, and their business associates.

Review of The Figgie Report, Part I

The most alarming conclusion which can be drawn from Part I of The Figgie Report is that as a result of our fear we may soon be living in armed fortresses -- both at home and within ourselves.

The report found that two out of every five Americans are afraid they will be murdered, raped, robbed or assaulted. Three of every five Americans dress plainly in order to avoid drawing attention to themselves. Due to fear, one in four avoid neighborhoods they used to visit.

Overview

Part I of the study also discovered other ways in which Americans deal with their fears. Eighty-seven percent (87%) of the public protect their homes by always locking their doors when they go out, and 86% always identify people before allowing them entry. Half of United States citizens have extra locks, one-sixth have burglar alarms, and more than one in three engrave their valuables with some sort of identification.

The Figgie Report Part II: The Corporate Response to Fear of Crime

Part II of The Figgie Report finds that senior executives of FORTUNE 1000 companies are taking a very active stand in combatting personal and corporate crime. Fifty-three percent (53%), secure their homes with burglar alarms, fire alarms and other safety measures. More than one in four have an unlisted telephone number and keep the location of their residence confidential. More than one in three vary their daily route to work. The executives are equally cautious when away from home. One in four, for example, thoroughly inspects his hotel room for hidden intruders.

FORTUNE 1000 executives also take extensive measures to protect their corporations. More than three of every five FORTUNE 1000 companies have a burglar alarm and electric floodlighting. Half have automatic light timers and closed circuit television. About two in five have electronic card identification systems, and one in four has armed guards.

Kidnapping: A Major Executive Concern

The purpose of our analysis in Part II of The Figgie Report was to determine why corporate executives demonstrate such concern about crime. Why do they surround their corporate headquarters with modern-day versions of moats and alligators? What is it that compels them to look under their hotel room beds for intruders, to keep their home telephone numbers and addresses secret, and to vary their routes to work?

The burgeoning crime rate and the executives' subsequent fear of crime certainly is one reason they are taking these and other precautions. In fact, 46% of senior executives say that crime in their corporate neighborhood has affected company security policies. Thirty percent (30%) say that at least three types of violent crime have increased in their corporate neighborhood. A few companies have even considered relocating because of the threat of crime. Those who perceive a recent increase in crime are slightly more inclined to take precautions than those who do not perceive an increase. Those residing in large cities and those who know a crime victim also tend to exhibit somewhat higher levels of concern.

There is one factor, however, that is by far the most dramatic indicator of an executive's concern. Four out of every ten senior FORTUNE 1000 executives (39%) are concerned that they, a family member, or a business associate will be kidnapped. These 39% are far more likely to take security precautions than those who do not express concerns about kidnapping. Seventy-six percent (76%) of those who express such kidnapping concerns

take at least one residential precaution (installing burglar alarms, double locks, etc.) and 53% take at least one precaution when they travel (inspect hotel rooms, etc.), compared with 49% and 35%, respectively, of those who are not fearful about being kidnapped.

This strong relationship between fear of kidnapping and taking security precautions is an indication of the global scope of businessmen's activities and concerns. Senior executives today are part of an international community. It is not surprising, therefore, that an equally powerful predictor of concern about crime is whether a company has extensive overseas ties with countries where executives have been attacked. Forty-three percent (43%) of all FORTUNE 1000 companies do business in such countries, and more than half of their top executives exhibit kidnapping concerns, compared with only 28% of those executives from companies which do not have such relations.

Although this fear of kidnapping far outstrips its actual incidence, it is indicative of a very real increase in terrorist activities worldwide. Forty-five percent (45%) of all terrorist activities are directed against business,[1] and 55% of all Americans kidnapped abroad between 1970 and 1978 were businessmen.[2]

[1] The New York Times, December 13, 1979, page 1.

[2] International Terrorism and Business Security, E. Patrick McGuire, The Conference Board, 1979, page 7.

Overview

During the 1970's, business paid an estimated $250 million in ransoms,[3] while terrorism as a whole has cost multinationals twice that amount.[4] And there is no indication that terrorist activities will abate. According to a recent Conference Board report, terrorist activities are running at a rate of 250 to 300 a month worldwide,[5] and the author of that report, E. Patrick McGuire, noted recently that "one of the popular misconceptions is that terrorism is not very effective. Three out of four terrorist attacks since 1970 were considered successful."[6] It is no wonder that kidnap coverage is now one of the fastest growing segments of the insurance business.[7]

[3] The New York Times, November 19, 1979, page D1.

[4] Saturday Review, January 5, 1980, page 13.

[5] International Terrorism and Business Security, E. Patrick McGuire, The Conference Board, 1979.

[6] The New York Times, November 19, 1979, page D6.

[7] Saturday Review, page 16.

The Corporate Profile

The final section of Part II of The Figgie Report examines the attitudes of top executives toward the criminal justice system. Many of the same questions were asked of the general public in Part I of the report, making possible a comparison between the views of the executives and the views of all Americans.

While the average citizen may not be in a position requiring him or her to take as many precautions as senior executives, both groups believe that public policy could be redirected in such a way as to be more effective in preventing crime. For example:

- 97% of senior executives favor long prison sentences for people convicted of violent crimes, compared with 89% of the general public.
- 96% of senior executives favor mandatory prison sentences for people convicted of violent crimes, compared with 86% of the general public.
- 92% of senior executives favor the death penalty for persons convicted of murder, compared with 66% of the general public.
- 88% of senior executives favor giving the police more power to question people, compared with 63% of the general public.
- 76% of senior executives favor wiretapping, compared with only 21% of the general public.
- 46% of senior executives favor sterilization of habitual criminals and the hopelessly insane, compared with 45% of the general public.

The above figures indicate a deep dissatisfaction with our present criminal justice system. Top executives are even more concerned than the general public, and they are also more apt to believe that punitive measures are effective in combatting crime.

Overview

Eighty-five percent (85%) of top executives feel that prison sentences discourage crime, compared with only 48% of the general public, and 90% of executives believe that the death penalty discourages murder, compared with 66% of the American public as a whole.

Finally, neither group has much confidence in our prison system. Ninty-nine percent (99%) of senior executives and 80% of the public feel our prisons are ineffective in rehabilitating criminals. Top executives do seem to recognize, however, that without effective rehabilitation efforts the crime problem will never be solved. They also realize that the answer is not simply to lock up criminals and throw away the key. Sixty-six percent (66%) favor probation for first offenders at the discretion of the court, and 58% feel that the emphasis of prisons should be rehabilitation.

Solutions

These survey results, as well as the recent national election, demonstrate our nation's concern that we must be tougher on ourselves and on those who break our laws. Over half (55%) of FORTUNE 1000 senior executives believe that the main cause of crime is the breakdown of traditional values and family structure. About two fifths (38%) cite the leniency of the courts and less than a third (30%) cite economic factors such as unemployment and poverty.

Overview

Clearly, there is a growing sense of frustration in America about the problem of crime. Corporate executives are concerned about this problem not only on a local and national level, but on an international level as well. Subsequently, they are taking comprehensive security precautions in order to protect themselves, their families and their corporations. They are reacting to a volatile, often violent, international and national scene.

Chapter One:
Dimensions of Corporate Security Programs

Dimensions of Corporate Security Programs

Corporate Headquarters And Neighborhood Crime

Nearly half (46%) of all FORTUNE 1000 top executives report that the threat of crime in their corporate neighborhood has influenced their company's security program. Among those headquartered in large cities, 62% state that neighborhood crime has shaped programming, compared with 41% of executives in smaller cities, and 31% of those in suburban and rural areas.

The impact of perceived threat of crime is understandable since two out of every three (64%) senior executives say that the incidence of at least one type of crime has increased in their corporate neighborhood within the past five years (see Table 4). Thirty percent (30%) believe that the incidence of three or more types of crime has increased over this period. Specifically:

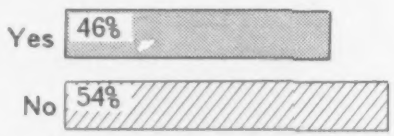
- 60% say burglary has increased
- 50% say robbery has increased
- 46% say car theft has increased
- 34% say sexual assault has increased
- 23% say homicide has increased

Part I of The Figgie Report on fear of crime among the general public discovered that those in large cities are more likely to believe that their neighborhoods are deteriorating than small city, suburban and rural residents. This is true in terms of executives' perceptions as well. Thirty-six percent (36%) of executives working in large cities perceive increases in at least

three types of crime, compared with 32% of those in small cities, and 15% in suburban or rural areas.*

Table 1: Perceived Relationship Between Neighborhood Crime and Corporate Security Policy

Has the threat of crime in the neighborhood of your headquarters affected security policy?



(Number of Respondents) (303)

Table 2: Location and the Perceived Relationship Between Neighborhood Crime and Corporate Security Policy

Is Neighborhood Crime Affecting Company Security Policy?	Location		
	Suburban-Rural %	Medium-Small City %	Large City %
Yes	31	41	62
No	69	59	38
(Number of Respondents)	(90)	(92)	(114)
% of Total Sample	30	31	39

Gamma = .42

*This perception of a greater increase in crime in large cities reflects the statistical reality that crime is far more pervasive in metroplitan areas. The 1978 FBI report shows a .58% incidence of violent crimes in metropolitan areas in contrast to an incidence of .17% in rural areas.

FBI Uniform Crime Reports, 1978, page 86.

Table 3: Perceived Increasing Crime in the Corporate Neighborhood

In the past five years do you feel that the incidence of any of the following crimes has increased in the neighborhood where your corporate headquarters is located?

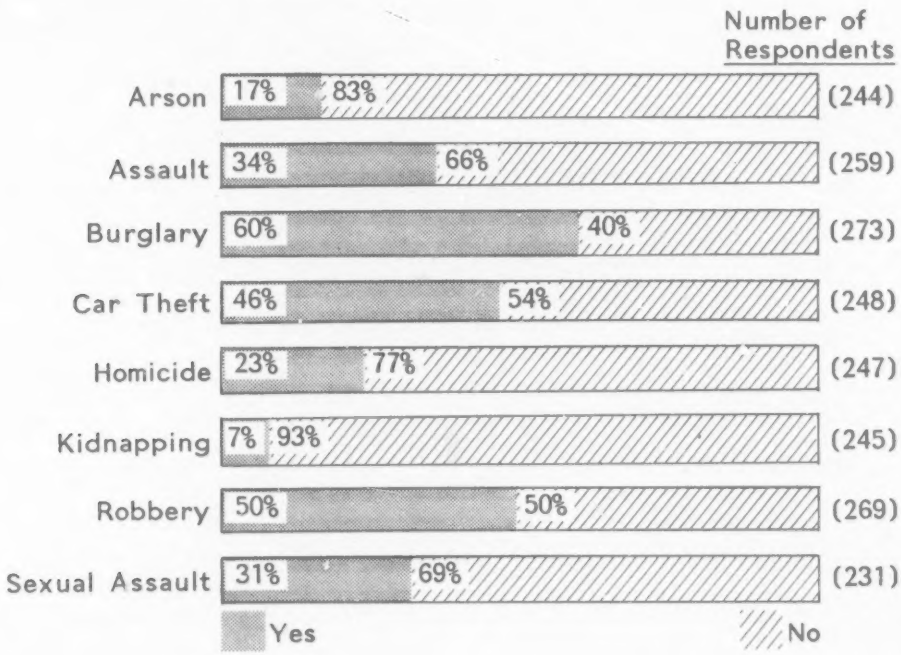


Table 4: Index of Perceived Increasing Crime in the Corporate Neighborhood

Number of Types of Crimes Increasing	%		
No types of crime	36	36%	None
1 type of crime	20	34%	Moderate
2 types of crime	14		
3 types of crime	12	30%	High
4 types of crime	8		
5 types of crime	7		
6 types of crime	3		
(Number of Respondents)	(314)		

* See methodology for details of index construction.

Table 5: Location and Index of Perceived Increasing Crime in the Corporate Neighborhood

Increase in Neighborhood Crime	Location		
	Large City %	Medium-Small City %	Suburban-Rural %
None	29	32	51
Moderate	35	36	34
High	36	32	15
(Number of Respondents)	(119)	(96)	(91)
% of Total Sample	39	31	30

Gamma = .30

Dimensions of Corporate Security Programs

Relocation Due To Crime

Asking FORTUNE 1000 executives about the bearing of crime considerations on the location of their corporate headquarters, we find:

- 1% say crime considerations were an important factor in choosing their present corporate headquarters location.
- 5% say the threat of crime has led to serious discussions about possible relocation of company headquarters to a more secure locale.
- 2% say their companies have decided to relocate in the near future because of crime problems.

At first glance, these percentages may not appear to be particularly significant. It must be remembered, however, that if we apply these percentages to the FORTUNE 1000 as a whole, approximately 10 companies may have considered crime an important factor in choosing their current locations, 50 companies may have had serious discussions about relocating due to threat of crime, and 20 companies may have decided to relocate in the near future because of crime problems.

Given that the departure of any FORTUNE 1000 corporation from its current site would cause a substantial disruption in the local business community and economic climate, these figures warrant attention.

Table 6: Corporate Relocation

Has the threat of any of these crimes led to serious discussions about possible relocation of company headquarters to a more secure locale?

	%
Yes	5
No	95
(Number of Respondents)	(313)

Has your company decided to relocate in the near future because of the crime problem?

	%
Yes	2
No	98
(Number of Respondents)	(312)

Were crime considerations an important factor in choosing the present location for your corporate headquarters?

	%
Yes	1
No	99
(Number of Respondents)	(307)

Dimensions of Corporate Security Programs

Corporate Headquarters, Security Hardware and Procedures

As can be seen below, the majority of FORTUNE 1000 corporate headquarters have a vast array of security devices and procedures:

- 88% have building security checks
- 87% have fire alarms
- 84% have automatic sprinkling systems
- 66% have burglar alarms
- 64% have electric floodlighting
- 50% have automatic light timers
- 48% have closed-circuit TV
- 38% have electronic card identification systems
- 30% have photoelectric timers
- 24% have armed guards

Forty percent (40%) have extensive hardware at their headquarters; i.e., they employ at least six of the security devices listed above.

Installation of security equipment appears to reflect a high level of concern throughout the corporate community. Companies headquartered in large cities, for example, are no more likely to have a wide range of hardware devices than those headquartered in small cities or suburban or rural areas. Executive perceptions of increasing crime in the corporate neighborhood and the length of residence of a corporation at its present address have a slight relationship with the extent of corporate hardware.

Table 7: Corporate Security Devices

Has your company installed any of the following precautionary devices at company headquarters:

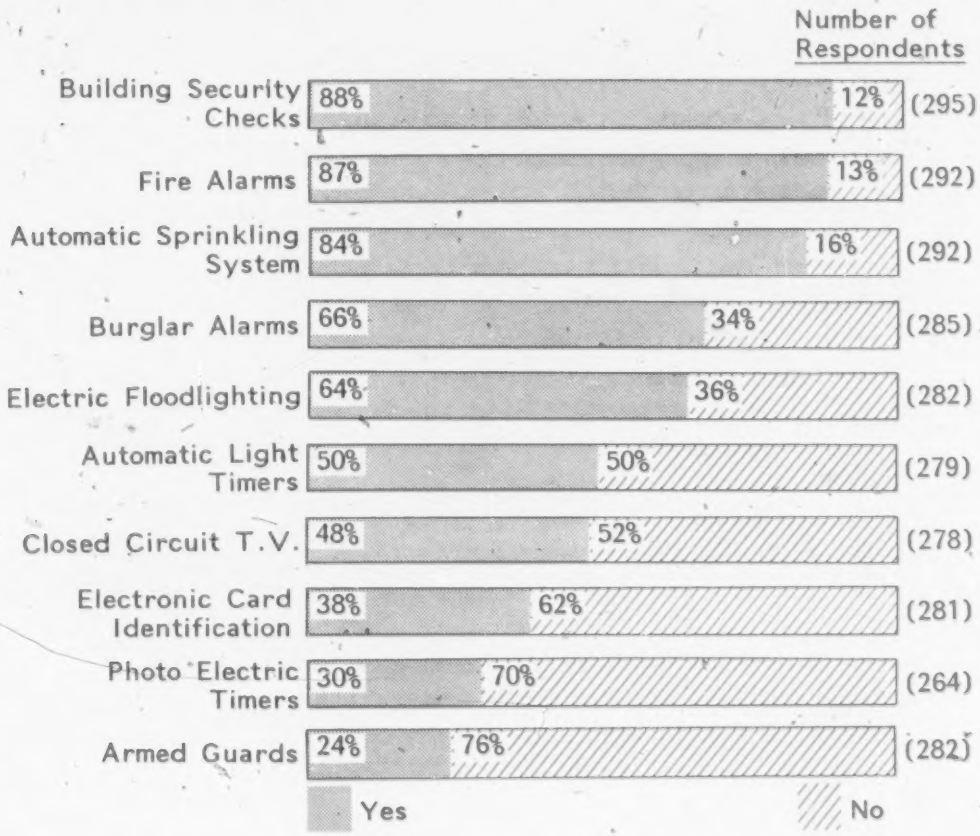


Table 8: Security Hardware Index: Extensiveness of Hardware

Number of Security Measures Taken	%		Extensiveness of Hardware
0	8		
1	4		
2	8	60%	Moderate
3	11		
4	11		
5	18		
6	16		
7	14	40%	Comprehensive
8	10		

(Number of Respondents) (314)

*See Methodology for details of index construction.

Table 9: Location and Extensiveness of Hardware

Hardware Extensiveness	Location		
	Large City %	Medium-Small City %	Suburban-Rural %
Moderate	66	56	55
Comprehensive	34	44	45
(Number of Respondents)	(119)	(96)	(91)
% of Total Sample	39	31	30

Gamma = .15

Table 10: Index of Perceived Increasing Crime in the Corporate Neighborhood and Extensiveness of Hardware

Hardware Extensiveness	Increase in Neighborhood Crime		
	None %	Moderate %	High %
Moderate	65	65	52
Comprehensive	35	35	48
(Number of Respondents)	(113)	(62)	(139)
% of Total Sample	36	20	44

Gamma = .19

Table 11: Number of Years at Current Location and Extensiveness of Hardware

Hardware Extensiveness	Number of Years at Current Location				
	1-5 Years %	6-10 Years %	11-25 Years %	26-50 Years %	Over 50 Years %
Moderate	59	62	67	61	44
Comprehensive	41	38	33	39	56
(Number of Respondents)	(54)	(64)	(73)	(56)	(63)
% of Total Sample	17	21	24	18	20

Gamma = .13

Dimensions of Corporate Security Programs

Overall Corporate Security Programming

The majority of FORTUNE 1000 companies have comprehensive security programs encompassing their entire sphere of operations. Seventy-one percent (71%) of senior executives report that their companies take an overall systematic approach which evaluates the security needs of the corporation as a whole.

- 94% state that one of their main objectives is to try to prevent criminal acts on company premises and against employees
- 73% stress education of employees on security procedures
- 73% stress maintaining a low profile for top executives
- 63% have detailed crisis management plans in case of emergencies
- 62% say that their company's program is coordinated by a security specialist

From these elements of security programming, three were selected to compose an index of program intensity among the sample companies. These elements are: stressing the education of employees on security concerns, detailed crisis management plans, and coordination by a security specialist. Forty-five percent (45%) of the FORTUNE 1000 companies have incorporated at least two of these measures into their program, indicating a rather intensive approach to security concerns.

The larger the company, the more likely it is to have an intensive program. Intensive programs are maintained by:

- 34% of smaller FORTUNE 1000 companies (sales of $300 million or less)
- 40% of medium-sized FORTUNE 1000 companies (sales of $301 million to $999 million)
- 63% of the largest FORTUNE 1000 companies (sales of $1 billion or more)

International ties with countries where executives have been attacked also appear to have a substantial relationship to the intensity of corporate security programming. Forty-three percent (43%) of senior executives say their companies have extensive ties with countries where businessmen have been attacked. Of these executives, more than half (55%) report intensive security programs at their companies, compared with 38% of those whose companies have no such overseas bonds.

The relationship between corporate precautions and a corporation's ties with dangerous countries is something that appears repeatedly in the analysis of The Figgie Report, Part II. In Chapters Two and Three, it will be demonstrated that executives' fear about kidnapping significantly affects security precautions in the corporate world.

Table 12: Comprehensiveness of Security Program

Please indicate which of the following best describe policy guidelines of your security program.

Our security program:

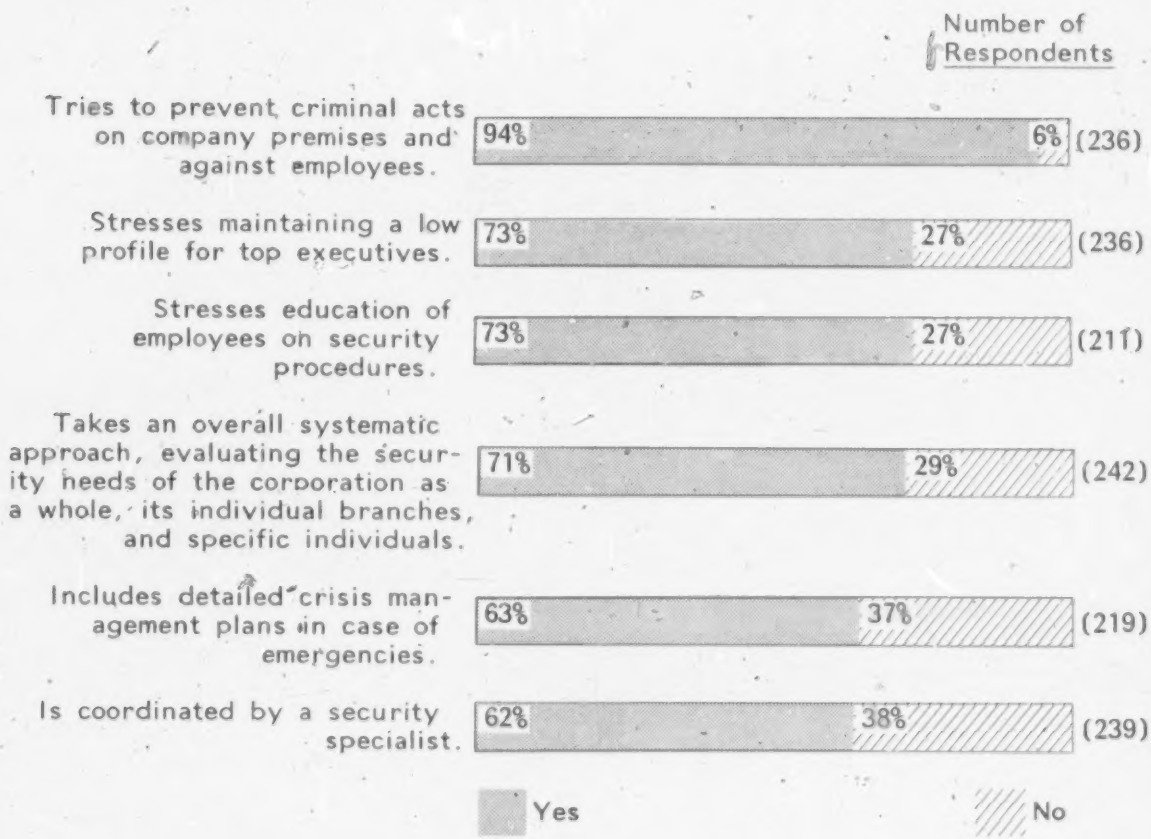


Table 13: Index of Security Program Comprehensiveness: Program Intensity

Number of Components Included in Security Program	%	Program Intensity	
0	34	55%	Low
1	21		
2	17	45%	High
3	28		
(Number of Respondents)	(314)		

*See Methodology for details of index construction.

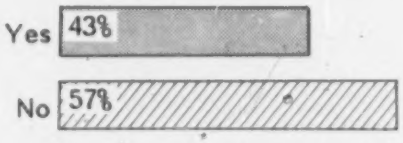
Table 14: Annual Sales and Program Intensity

Program Intensity	Sales		
	$300 million or less	$301 million-$999 million	$1 billion or more
	%	%	%
Low	66	60	37
High	34	40	63
(Number of Respondents)	(101)	(101)	(100)
% of Total Sample	33	33	33

Gamma = .38

Table 15: Business Ties in Countries Where Executives Have Been Attacked

Does your corporation have extensive international business ties in countries where executives have been attacked?



(Number of Respondents) (309)

Table 16: Business Ties With Countries Where Executives Have Been Attacked and Program Intensity

Program Intensity	Business Ties Abroad	
	Yes %	No %
Low	45	62
High	55	38
(Number of Respondents)	(133)	(176)
% of Total Sample	43	57

Gamma = .33

Chapter Two:
Executive Perceptions of Kidnapping and Corporate Security

Executive Perceptions of Kidnapping and Corporate Security

This chapter explores the security consciousness of senior corporate executives. In addition to kidnapping fears, other factors that affect the extent to which executives take precautions are their concerns about arson, their corporation's size and location, and the extensiveness of their company's ties with countries where executives have been attacked.

Kidnapping Concerns

Four out of every ten (39%) FORTUNE 1000 senior executives are fearful that they, their families or their business associates might be kidnapped for political or monetary gain. Twenty-eight percent (28%) express kidnapping concerns for themselves and their families, and 24% for their business associates.

To a great extent, kidnapping is unique unto the corporate executive. No other group of Americans, except perhaps a handful of politicians, need worry that his professional position might endanger himself or his family. As a top representative of a FORTUNE 1000 corporation, a corporation which by definition is vast, influential, and highly visible, an executive may be seen as the personification of his company and its policies. This concern also reflects a strong, diffuse sense of vulnerability. Kidnapping could occur anytime, anywhere, and it represents the possibility of complete helplessness, and of anguish for the executive's family, friends and business associates, to say nothing of the potential loss of the executive's life.

Executive Perceptions of Kidnapping and Corporate Security

The fact that concern for one's business associates is nearly as great a concern for the executive himself and for his family supports the concept that these fears are strongly rooted in the corporate milieu. This is further supported by the finding that only 10% of surveyed executives are afraid that friends will be kidnapped. It is likely that many of these friends are not part of the corporate world, and, therefore, are not perceived to be subject to a strong threat of abduction.

Kidnapping fears have an extremely strong correlation with corporate security programs. The companies of executives who exhibit fear of kidnapping are much more likely to have an intensive security program than the companies headed by executives who are not concerned about kidnapping.

Among the companies of executives who are concerned about kidnapping, about two-thirds (61%) have intensive security programs, whereas only about one-third (35%) of companies where executives are not concerned about kidnapping have intensive security programs.

It is understandable that those who are more concerned about kidnapping are more likely to create advanced security programs. Intensive programs, however, can actually promote executive awareness of possible threats to corporate and individual safety. Security programs can serve as an effective channel of information, underscoring and reminding executives of the need for security. The presence of a staff security specialist, for example, logically affects executive fears; since a specialist's

duties are likely to include active lobbying for imposition of security measures. Furthermore, an active security coordinator increases the likelihood that top executives will be provided with a constant flow of information on security matters and may offer advice on personal security.

Table 17: Kidnapping Concerns

Are you particularly concerned about kidnapping for political or monetary gain of:

	Yes %	No %	Number of Respondents
Yourself	28	72	(300)
Family Members	28	72	(275)
Good Friends	10	90	(267)
Business Associates	24	76	(266)

Table 18: Index of Kidnapping Concerns

Executive kidnapping concerns for themselves, their family or business associates:

	%
Yes	39
No	61
(Number of Respondents)	(314)

Table 19: Index of Kidnapping Concerns and Program Intensity

Program Intensity	Kidnapping Concerns	
	Yes %	No %
Low	39	65
High	61	35
(Number of Respondents)	(123)	(191)
% of Total Sample	39	61

Gamma = .49

Executive Perceptions of Kidnapping and Corporate Security

Overseas Ties

The survey shows that another powerful predictor of executive concern is whether the executive's company has extensive overseas ties with countries where executives have been attacked. Such international ties greatly increase fear among FORTUNE 1000 executives that they, their family or their associates will be kidnapped.

More than half (55%) of executives with firms maintaining business relations in countries where executives have been attacked exhibit kidnapping concerns, compared with only about a quarter (28%) of those executives whose companies do not have such relations.

Overseas ties also relate, though somewhat less strikingly, to arson concerns. Close to half (47%) the executives in firms with ties to countries where executives have been attacked exhibit concern about corporate arson, in contrast with about one third (34%) of executives of companies without such foreign ties.

There are several possible explanations for the relationship between overseas ties and greater security concerns among FORTUNE 1000 executives. One explanation is that such increased concern reflects an unfortunate reality in today's international marketplace. Records do show that business executives - and not diplomats, as sometimes thought - are the most frequent subjects

of terrorist attacks. Furthermore, Americans, among all nationalities, are the most frequent victims of terrorist assaults.[1] Recent statistics also show that arson as a terrorist tool is on the rise around the world.[2]

This concern of top executives is understandable since they are called upon to travel to these international "trouble spots." In addition, terrorist attacks in the United States have at times been the work of groups originating in foreign nations, and executives at companies with ties to unstable countries may feel more vulnerable to attack by virtue of these ties even if they do not travel outside the United States.

The greater concern among executives at firms with overseas ties is clearly related to the increasingly global nature of big business. Corporate decisions are based on conditions overseas as well as on those in the United States. Similarly, the executive's perception of himself and his risks are affected by his role in an increasingly international business environment. The overseas operations of multinational corporations serve to extend the top executive's "network" of corporate concerns and to promote awareness of the possibilities of attacks on individuals and corporations. Overseas ties increase the executive's "channels of information." When an executive reads, for example, of an attack on

[1] The New York Times, November 19, 1979, "Ransom Costs Rise for U.S. Business," - Thomas C. Hayes, Page D6.

[2] U.S. News & World Report, June 1, 1980, page 41.

a businessman in a country where the executive's company has operations, it hits home. The report of the attack is not likely to have a marked effect on an executive whose company has no ties with that country or other volatile nations.

Lastly, multinational companies with ties to troubled countries are more likely to have active corporate security programs. The data show that 73% of companies with ties to countries where executives have been attacked have a staff security coordinator, compared with only 53% without such foreign ties. It has already been demonstrated that active security programs are highly correlated with concern.

Table 20: Business Ties with Countries Where Executives Have Been Attacked and Index of Kidnapping Concerns

Kidnapping Concerns	Business Ties Abroad	
	Yes %	No %
Yes	55	28
No	45	72
(Number of Respondents)	(133)	(176)
% of Total Sample	43	57

Gamma = .51

Table 21: Business Ties With Countries Where Executives Have Been Attacked and Arson Concerns

Arson Concerns	Business Ties Abroad	
	Yes %	No %
Yes	47	34
No	53	66
(Number of Respondents)	(131)	(175)
% of Total Sample	43	57

Gamma = .26

Table 22: Business Ties With Countries Where Executives Have Been Attacked and Kidnapping Concerns for Business Associates

Kidnapping Concerns for Business Associates	Business Ties Abroad	
	Yes %	No %
Yes	39	15
No	61	85
(Number of Respondents)	(108)	(157)
% of Total Sample	41	59

Gamma = .58

Table 23: Business Ties With Countries Where Executives Have Been Attacked and Personal Kidnapping Concerns

Personal Kidnapping Concerns	Business Ties Abroad	
	Yes %	No %
Yes	42	18
No	58	82
(Number of Respondents)	(126)	(173)
% of Total Sample	42	58

Gamma = .54

Table 24: Business Ties With Countries Where Executives Have Been Attacked and Kidnapping Concerns for Family Members

Kidnapping Concerns for Family Members	Business Ties Abroad	
	Yes %	No %
Yes	45	17
No	55	83
(Number of Respondents)	(112)	(162)
% of Total Sample	41	59

Gamma = .60

Table 25: Business Ties With Countries Where Executives Have Been Attacked and Having a Staff Security Specialist

Having A Staff Security Specialist	Business Ties Abroad	
	Yes %	No %
Yes	73	53
No	27	47
(Number of Respondents)	(104)	(131)
% of Total Sample	44	56

Gamma = .42

Arson Concerns

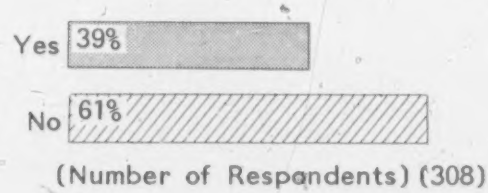
Nearly four out of ten (39%) FORTUNE 1000 executives are concerned about the possibility of arson being committed against their companies. Those who demonstrate a concern about arson are more apt to be security conscious than those who do not. Sixty-one percent (61%) of executives who express a fear of arson have extensive security programs, compared with 35% of those who do not.

Concerns about kidnapping and arson are highly correlated with each other. Twenty-nine percent (29%) of executives who are not fearful about arson are concerned about the possibility that they, their families or business associates will be abducted, compared with 57% of those who are concerned about arson.

Concerns about arson indicate a strong, diffuse sense of corporate vulnerability. Arson could affect any company facility -- an office building, a manufacturing plant or other installation -- and it is a crime which represents the possibility of complete destruction rather than a limited loss associated with such crimes as burglary or vandalism.

Table 26: Concerns for Corporate Safety: Arson Concerns

Are you concerned about the possibility of arson against your company?



(Number of Respondents) (308)

Table 27: Arson Concerns and Program Intensity

Program Intensity	Arson Concerns	
	Yes %	No %
Low	39	65
High	61	35
(Number of Respondents)	(120)	(188)
% of Total Sample	39	61

Gamma = .48

Table 28: Arson Concerns and Index of Kidnapping Concerns

Kidnapping Concerns	Arson Concerns	
	Yes %	No %
Yes	57	29
No	43	71
(Number of Respondents)	(120)	(188)
% of Total Sample	39	61

Gamma .27

Executive Perceptions of Kidnapping and Corporate Security

Size of the Corporation

Executives at the largest corporations among the FORTUNE 1000 tend to be much more concerned about kidnapping than are executives at the smaller companies. Executives of larger companies are only marginally more concerned about the threat of arson, however.

Among executives at companies with sales of one billion dollars or more, 57% exhibit kidnapping concerns, compared with 24% of executives at companies with sales of $300 million or less. Forty-three percent (43%) of executives at larger corporations and 34% of executives at smaller corporations express arson concerns.

Heightened concern among executives at larger companies may arise in part from the more extended network of information which greater size represents. The study shows, for example, that executives working for the larger companies are more likely to know someone who has been a victim of a crime than are executives at smaller companies. Sixty-one percent (61%) of executives at the billion-dollar corporations know someone who has been the victim of assault, robbery or burglary, while 44% of executives at the smaller firms know someone who has been a victim of one of these crimes. This supports the general thesis that multiple channels of information - whether they be personal contacts or knowledge of an extended sphere of corporate activities - enhance executive security concerns.

Table 29: Annual Sales and Index of Kidnapping Concerns

Kidnapping Concerns	Sales		
	$300 million or less	$301 million-$999 million	$1 billion or more
	%	%	%
Yes	24	38	57
No	76	62	43
(Number of Respondents)	(101)	(101)	(100)
% of Total Sample	33	33	33

Gamma = .45

Table 30: Annual Sales and Arson Concerns

Arson Concerns	Sales		
	$300 million or less	$301 million-$999 million	$1 billion or more
	%	%	%
Yes	36	37	43
No	64	63	57
(Number of Respondents)	(99)	(100)	(99)
% of Total Sample	33	33	33

Gamma = .13

Table 31: Annual Sales and Index of Victimization Experience

Victimization Experience	Sales		
	$300 million or less	$301 million-$999 million	$1 billion or more
	%	%	%
Yes	44	48	61
No	56	52	39
(Number of Respondents)	(101)	(101)	(100)
% of Total Sample	33	33	33

Gamma = .23

*See methodology for frequencies on victimization index.

Location

Kidnapping and arson have already been described as "location-less" in nature, which helps to explain that location of company headquarters - whether in a large city or elsewhere - has no significant impact on the expressed concern of the executives.

Thirty-nine percent (39%) of executives in large cities express kidnapping concerns, as do 40% of executives in small cities, as well as in suburban or rural areas. This is true even though, as shown in Chapter One, executives working in large cities are more likely to perceive the neighborhood surrounding their corporate headquarters as deteriorating.

The fact that executives of companies located in large cities are just as fearful about kidnapping and arson as those in smaller locales supports the thesis that today's corporate "neighborhood" is not merely the locale of corporate headquarters; rather, it extends to encompass the entirety of corporate ties around the world.

Table 32: Location and Index of Kidnapping Concerns

Kidnapping Concerns	Location		
	Large City	Medium-Small City	Suburban-Rural
	%	%	%
Yes	39	40	40
No	61	60	60
(Number of Respondents)	(119)	(96)	(91)
% of Total Sample	39	31	30

Gamma = .01

Chapter Three:
Executive Precautions

Executive Precautions

This chapter explores the types of security measures top executives are taking and provides an explanatory context for these measures.

Selecting Executive Precautions

Part One of The Figgie Report On Fear Of Crime investigated a wide range of protective measures employed by individuals both outside and inside the home.

The report found that Americans are extremely cautious and security-minded, and that they take a number of precautions as a matter of course in their daily lives. The survey revealed, for example, that to protect their homes a sweeping majority - nearly nine out of ten - always lock their doors and always identify people before letting them in. When pursuing activities outside the home, seven out of ten people lock their car doors while driving to keep intruders out, and six out of ten dress plainly in order to avoid drawing attention to themselves.

In the questionnaire for The Figgie Report, Part Two executives were asked about security measures which are more sophisticated and more in the province of the corporate milieu than the routine precautions explored in the survey of the public at large. The measures examined in the present study were selected to reflect the particular situation of the senior executive in terms of his position, means, and lifestyle. The selection also emphasized discretionary precautions rather than measures that are more likely to be a part of corporate policy such as office security procedures.

Executive Precautions

The questionnaire investigated executive precautions at three points of vulnerability: in the home, en route between home and office, and while traveling. In each of these three categories, three representative precautions have been selected from a more extensive list used in the questionnaire. (See methodology for further details.)

Residential Precautions

The survey finds that executives are more likely to take precautions in their homes than they are en route to and from work or while traveling. Sixty percent (60%) of the executives take at least one of the studied residential precautions.

- 53% of top executives secure their homes with burglar and fire alarms and other safety features
- 28% have unlisted telephone numbers
- 26% attempt to keep the location of their residence confidential

Precautions While Away From Home

While away from home, 42% of executives take at least one of the representative precautions. The data show that:

- 27% thoroughly inspect their hotel rooms for hidden intruders
- 26% prefer a computer card entry system rather than a room key
- 18% leave their TV set on while absent from their rooms

Executive Precautions

Precautions En Route To And From Work

Thirty-eight percent (38%) of FORTUNE 1000 senior executives take at least one of the representative "en route" precautions:

- 35% vary their daily route to work
- 19% alternate cars instead of always using the same car
- 15% avoid using public transportation for safety reasons

Table 33: Residential Precautions

Do you personally take any of the following precautions in your everyday life?

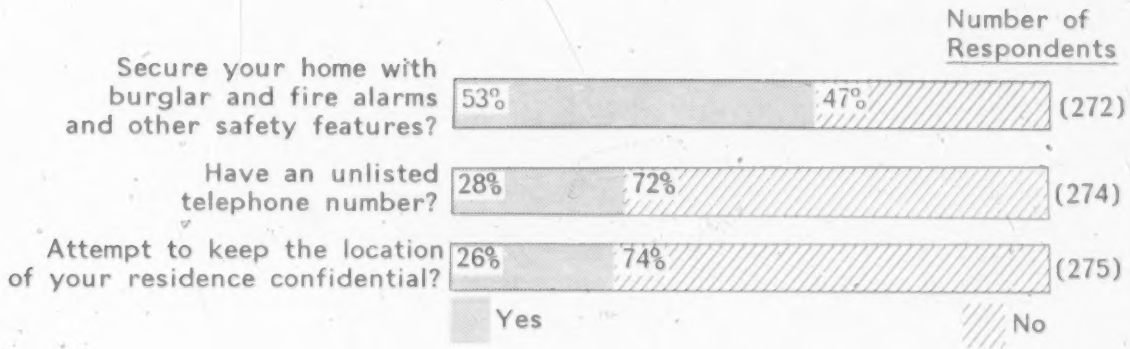


Table 34: Index of Residential Precautions

Number of Precautions Taken	%
0	40
1	33
2	12
3	15
(Number of Respondents)	(314)

Table 35: Precautions Taken While Away From Home

Do you personally take any of the following precautions when traveling?

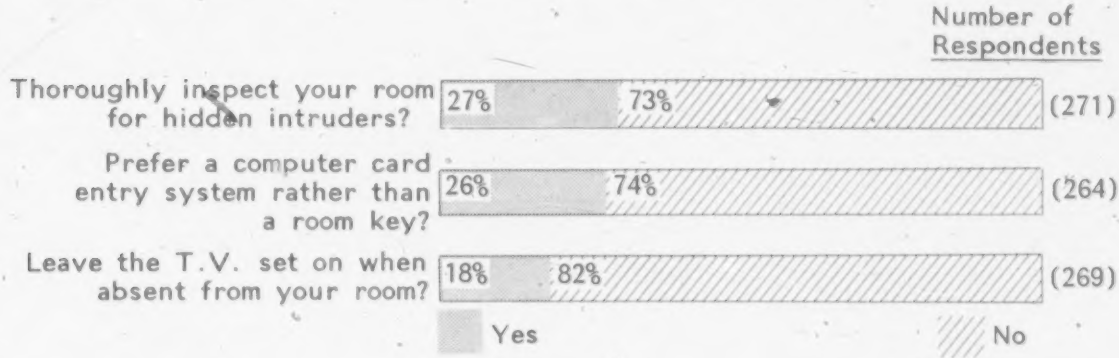


Table 36: Index of Precautions Taken While Away From Home

Number of Precautions Taken	%
0	58
1	26
2	12
3	4
(Number of Respondents)	(314)

Table 37: Precautions En Route To and From Work

Do you personally take any of the following precautions in your everyday life?

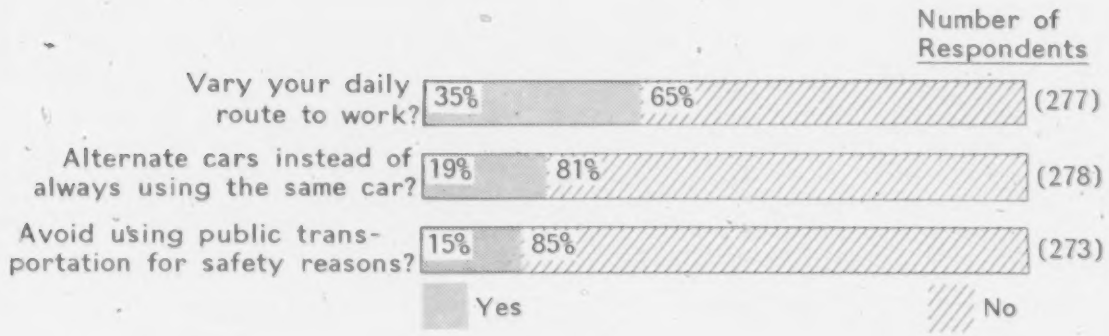


Table 38: Index of En Route Precautions

Number of Precautions Taken	%
0	62
1	19
2	13
3	6
(Number of Respondents)	(314)

Executive Precautions

Explaining Executive Precautions

As demonstrated in the previous chapter, kidnapping concerns significantly affect the security consciousness of top corporate executives. This is also true for residential precautions. Executives who express kidnapping concerns are significantly more likely to take one or more home-related precautions than are executives not expressing such concerns (76% vs. 49%).

Kidnapping concerns are also strongly linked to "en route" precautions. Fifty-eight percent (58%) of executives who are fearful of kidnapping take one or more of the "en route" precautions, compared with 25% of those who are not fearful. The data also demonstrate an extremely high correlation between kidnapping concerns and the selected "away from home" measures. Fifty-three percent (53%) of executives who are fearful of kidnapping take at least one of these precautions, compared with 35% of those who are not fearful.

The data also suggest that executives of large corporations feel far more visible than other executives might, and take precautions to diminish this visibility. The survey shows, for example, that 82% of executives in companies with over $1 billion in sales take precautions in their everyday life, compared to 68% of those in smaller companies.

Precaution-taking also appears, as do kidnapping and arson concerns, to be "locationless" in nature. This reflects a perception by the executive that he is acting in an expansive, national or international area, rather than a localized one. This concept

is supported by the finding that urban settings have a minimal affect on precaution-taking.

One would not expect corporate location to affect residential or "away from home" precautions, but having one's corporate headquarters in a large city would logically affect precaution-taking en route to and from the office. Table 43 demonstrates, however, that location has no impact on the taking of "en route" precautions.

It would be anticipated that a perception that crime was increasing in the neighborhood surrounding corporate headquarters would increase "en route" precaution-taking. The study finds, however, that such a perception of increasing crime has only a marginal impact on "en route" precautions.

The survey also reveals that executive precaution-taking is minimally related to knowing a crime victim. This presents a notable contrast to the findings of Part I of The Figgie Report which showed that people who know victims are more likely to take precautions than those who do not.

The "locationless" nature of executive precaution-taking, along with the lack of influence of knowing a victim of a crime, suggests that in taking precautions, senior executives are indeed responding to the unique demands of their lifestyle in the corporate milieu, with its national or multinational network of concerns.

Table 39: Index of Kidnapping Concerns and Index of Residential Precautions

Residential Precautions	Kidnapping Concerns	
	Yes %	No %
None	24	51
One or more	76	49
(Number of Respondents)	123	191
% of Total Sample	39	61

Gamma = .45

Table 40: Index of Kidnapping Concerns and Index of En Route Precautions

"En Route" Precautions	Kidnapping Concerns	
	Yes %	No %
None	42	75
One or more	58	25
(Number of Respondents)	(191)	(123)
% of Total Sample	61	39

Gamma = .55

Table 41: Index of Kidnapping Concerns and Index of Precautions Taken While Away From Home

"Away From Home" Precautions	Kidnapping Concerns	
	Yes %	No %
None	47	65
One or more	53	35
(Number of Respondents)	(123)	(191)
% of Total Sample	39	61

Gamma = .37

Table 42: Annual Sales and Index of Overall Precautions*

Overall Precautions	Sales		
	$300 million or less %	$301 million - $999 million %	$1 billion or more %
None	32	35	18
One or more	68	65	82
(Number of Respondents)	(101)	(101)	(100)
% of Total Sample	33	33	33

Gamma = .28

*See methodogy for frequencies on the Overall Precautions Index.

Table 43: Location and Index of En Route Precautions

"En Route" Precautions	Location		
	Large City %	Medium-Small City %	Suburban-Rural %
None	61	63	65
One or more	39	37	35
(Number of Respondents)	(119)	(96)	(91)
% of Total Sample	39	31	30

Gamma = .08

Table 44: Perceived Increasing Crime in the Corporate Neighborhood and Index of En Route Precautions

"En Route" Precautions	Threat of Neighborhood Crime		
	None %	Low %	High %
None	88	78	78
One or more	12	22	22
(Number of Respondents)	(113)	(107)	(94)
% of Total Sample	36	34	30

Gamma = .25

Table 45: Index of Victimization Experience and Index of Overall Precautions

Overall Precautions	Victimization Experience	
	Yes	No
	%	%
None	24	36
One or more	76	64
(Number of Respondents)	(158)	(156)
% of Total Sample	50	50

Gamma = .18

Chapter Four:
Executive Viewpoints on the Criminal Justice System

Executive Viewpoints on the Criminal Justice System

In examining attitudes toward the criminal justice system, Part One of The Figgie Report found that the public overwhelmingly endorses severe penalties for lawbreakers. The report also revealed that the public has strikingly little faith in the efficacy of the criminal justice system as a whole. This chapter looks at executive viewpoints on these topics and compares them with those of the general public.

Support For Law Enforcement Measures

The sentiments of FORTUNE 1000 senior executives parallel those of the general public, although the executives are even more adamant in their opinions.

- 97% of executives favor long prison sentences for people convicted of violent crimes, compared with 86% of the general public
- 96% of executives favor mandatory prison sentences for people convicted of violent crimes, compared with 89% of the general public
- 92% favor the death penalty for persons convicted of murder, compared with 66% of the general public
- 88% favor giving the police more power to question people, compared with 63% of the general public
- 76% favor wiretapping, compared with 21% of the general public
- 66% favor probation for first offenders at the discretion of the court, compared with 72% of the general public
- 46% favor sterilization of habitual criminals and the hopelessly insane, compared with 45% of the general public

Executive Viewpoints on the Criminal Justice System

Top executives also believe more strongly than the public that punitive measures are an effective means of dealing with crime problems. Seventy-nine percent (79%) of executives feel, for example, that prison sentences discourage crime, compared with only 48% of the general public. Furthermore, 84% of executives believe that the death penalty discourages murder, compared with 66% of the public.

Not only are top corporate executives particularly adamant about the implementation of strong law-enforcement measures, they are also somewhat less confident in the criminal justice system than the general public. Virtually all (99%) of the executives say prisons are not particularly effective in rehabilitating criminals and helping them return to society as law-abiding citizens; 80% of the American public feel that prisons are ineffective.* This should not be taken to mean that executives do not believe in the concept of rehabilitation. They do. When asked what they feel the main emphasis of prisons should be, 58% of the respondents say that the emphasis should be on rehabilitation. A minority feel the emphasis should be on the protection of society (20%) or on punishment (22%). Executives are virtually unanimous (97%) in their belief that the courts are not too harsh, compared with 95% of the public .

*The Figgie Report, Part I, page 126.

Table 46: Attitudes Toward Criminal Justice System

	Senior Executives Of FORTUNE 1000 Companies	General Public
	%	%
Do you favor or oppose long prison sentences for people found guilty of violent crimes?		
Favor	97	86
Oppose	3	8
Don't Know	-	6
Do you favor or oppose mandatory prison sentences for people convicted of violent crimes?		
Favor	96	89
Oppose	4	7
Don't Know	-	4
Do you favor or oppose the death penalty for persons convicted of murder?		
Favor	92	66
Oppose	8	26
Don't Know	-	8
Do you favor or oppose giving the police more power to question people?		
Favor	88	63
Oppose	12	33
Don't Know	-	4
Do you favor or oppose wiretapping?		
Favor	76	21
Oppose	24	79
Don't Know	-	-

Executive Viewpoints on the Criminal Justice System

	Senior Executives Of FORTUNE 1000 Companies	General Public
	%	%
Do you favor or oppose probation for first offenders at the discretion of the court?		
Favor	66	72
Oppose	34	28
Don't Know	-	-
Do you favor or oppose sterilization of habitual criminals and the hopelessly insane?		
Favor	46	45
Oppose	54	43
Don't Know	-	12
Do you think prison sentences discourage crime?		
Yes	79	48
No	14	52
Don't Know	7	-
Do you think the death penalty discourages murder?		
Yes	84	66
No	10	34
Don't Know	6	-
Are the courts in your area too harsh?		
Yes	0	3
No	97	95
Don't Know	3	2

Executive Viewpoints on the Criminal Justice System

Why Executives Support Strong Law-Enforcement Measures

In investigating the sources of support for strong law-enforcement measures among executives, our analysis weighed the impact of kidnapping and arson concerns, whether the executive knew family, friends or business associates who had been victims of crimes, whether the executive worked in a metropolitan or nonmetropolitan area, and whether the executive perceived an increase in crime in the neighborhood surrounding his corporate headquarters.

Our analysis shows that these factors do not have a significant influence on support or nonsupport of strong law enforcement measures. Similarly, public support for punitive measures and lack of confidence in the criminal justice system were discovered in the first Figgie Report to be pervasive, cutting across boundaries of income, education and employment status. Executives are particularly punitive, however, and their thoughts on the main causes of violent crime in America today shed some light on their attitudes toward law enforcement measures.

Over half (55%) of FORTUNE 1000 top executives feel that the main cause of violent crime in America today is the breakdown of traditional values and family structure. Thirty-eight percent (38%) blame it on leniency of the courts, and 30% on economic factors - unemployment, poverty, etc.*

* The total of responses exceeds 100% because some executives checked more than one cause.

These findings indicate that only a minority of executives feel that crime is caused primarily by economic ills. Individuals who believe that these economic ills are to blame would, logically, believe that there is an economic cure - that is, the creation of more jobs, and more social programs to alleviate the frustrations that motivate a person to turn to crime.

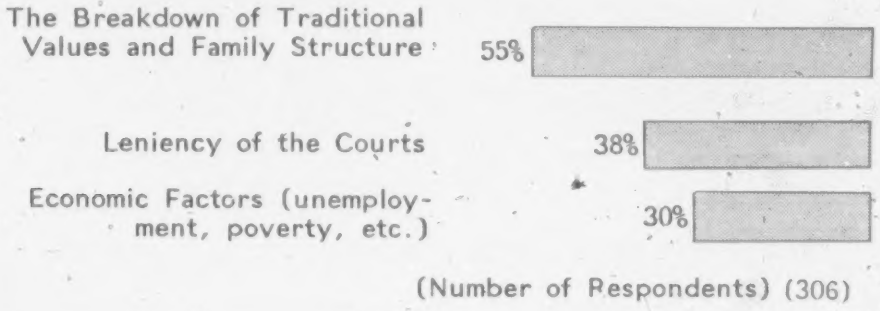
The majority of executives, however, tend to believe that crime arises from the collapse of values and family structure. Since these complex social ills do not easily lend themselves to economic or governmental solutions, the executives opt for strict law-enforcement measures as a deterrent. The fact that 38% of top executives believe that the main cause of violent crime is the leniency of the courts is a reflection of this belief that strict deterrent measures are the most realistic solutions to rising crime.

As stated earlier, however, executives do support prison rehabilitation efforts. A majority of executives feel that the main emphasis of prison should be the rehabilitation of the criminal rather than merely the protection of society or the punishment of inmates. This is the case even though 99% of executives feel that prisons are not currently particularly effective in rehabilitating criminals and helping them return to society as law-abiding citizens.

All of this suggests that most executives ideally support curative, rather than punitive efforts. They do not, however, seem to believe that existing cures can be successful.

Table 47: Perceived Causes of Violent Crime

What is the main cause of violent crime in America today?*

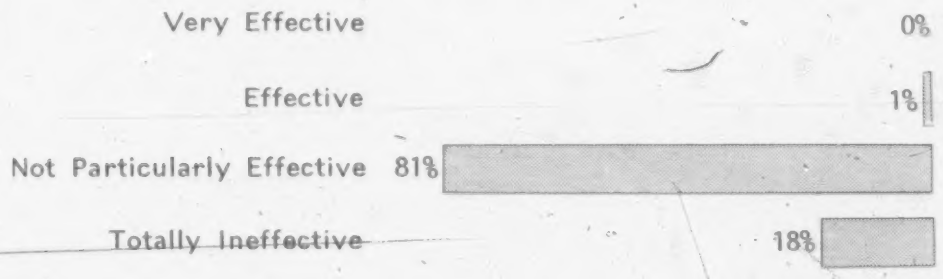


(Number of Respondents) (306)

*The total of responses exceeds 100% since some executives checked more than one cause.

Table 48: Perceived Effectiveness of Prisons

How successful are most prisons in rehabilitating criminals and helping them to return to society as law-abiding citizens?



(Number of Respondents) (312)

Table 49: Emphasis of Prisons

What do you think the main emphasis is in most prisons today and what do you think the main emphasis should be?

	Emphasis is %	Emphasis should be %
Rehabilitation	44	58
Protection of Society	31	20
Punishment	25	22
(Number of Respondents)	(162)	(138)

66

Methodology

Methodology

Questionnaire Construction and Data Collection

A draft questionnaire was designed based on a series of in-depth interviews with executives at forty FORTUNE 1000 companies. The questionnaire was pretested and reviewed by several private security consultants in the business community.

In the spring of 1980 the questionnaire was sent to senior executives at FORTUNE 1000 companies. Two weeks after the first mailing, a second copy of the questionnaire was sent out. Our initial response rate was 21% and follow-up telephone calls increased the response rate to 30%.

The overall sales distribution of our sample approximated the sales distribution of FORTUNE 1000 companies. It was, therefore, not necessary to weight the data.

Data Analysis

All data, along with a numerical code for each person, were entered on 80-column punch cards. The cards were punched as data were collected and then entered onto a disc file of the Citishare Corporation DEC-20 computer. The Statistical Package for the Social Sciences (SPSS) data base system was used to store value and variable labels as well as data for each case.

Descriptive statistics were collected for the sample. Analysis was carried out based on the construction of two-way and three-way contingency tables, controlling for key variables. This enabled us to uncover relationships masked by the presence of a third variable.

Whenever possible -- i.e., when data were of the interval or ratio level, or dichotomized -- multivariate regression analysis, partial correlation analysis, and factor analysis procedures were undertaken to explore the dynamic interaction between sets of variables.

All data were transcribed to magnetic tape. A clearly written code book was created with the tape.

Construction of Composite Measures

To ensure a more valid measurement, composite variables, including Guttman Scaling, were constructed to measure attitudinal as well as behaviorial response patterns. The use of composite measures is particularly useful for three reasons: 1) to minimize bias which may be found in responses to individual items, 2) to provide a broad range of variation with varying levels of intensity, and 3) to provide a valuable technique for data reduction.

Methodology

Security Program Index Construction*

Items in the index: Company Security Program:

V23	Stresses education of employees on security procedures
V25	Includes detailed crisis management
V26	Is coordinated by a security specialist

Matrix of correlation coefficients:

	V23	V25	V26
V23		.67	.82
V25			.86
V26			
Scale-item:	.62	.67	.78

*Several items were not included in the Security Program Index. These items did not have a strong enough correlation with other items included in the index or a strong scale-item correlation score.

Kidnapping Index Construction

Items in the index: Concern about kidnapping for political or monetary gain of:

V68	Yourself
V69	Family members
V71	Business associates

Matrix of correlation coefficient:

	V68	V69	V71
V68		.96	.73
V69			.83
V71			
Scale-Item:	.88	.99	.64

Guttman scale statistics:

Coefficient of reproducibility	.90
Coefficient of scalability	.58

Increasing Neighborhood Crime Index Construction*

Items in the index: In the past five years, do you feel that the incidence of any of the following crimes has increased in the neighborhood where your corporate headquarters is located?

V7	Assault
V8	Burglary
V10	Homicide
V11	Kidnapping
V12	Robbery
V13	Sexual assault

Matrix of correlation coefficients:

	V7	V8	V10	V11	V12	V13
V7		.71	.84	.86	.85	.78
V8			.63	.74	.87	.59
V10				.89	.86	.94
V11					1.0	.89
V12						.82
Scale-Item	.78	.58	.87	.77	.82	.79

Guttman scale statistics:

Coefficient of reproducibility	.91
Coefficient of scalability	.68

* Concern about car theft and concern about arson were not included in the Increasing Neighborhood Crime Index. These two items did not have a strong enough correlation with other items included in the index or a strong scale-item correlation score.

Methodology

Security Hardware Index Construction*

Items in the index:

V28	Automatic light timers
V29	Automatic sprinkling systems
V30	Building security checks
V31	Burglar alarms
V32	Closed-circuit TV
V33	Electric floodlighting
V35	Fire alarms
V36	Photoelectric timers

Matrix of correlation coefficient

	V28	V29	V30	V31	V32	V33	V35	V36
V28		.65	.83	.61	.51	.56	.69	.71
V29			.80	.57	.61	.71	.81	.75
V30				.48	.88	.75	.79	.51
V31					.56	.47	.74	.69
V32						.59	.72	.62
V33							.47	.78
V35								.37
V36								
Scale-item:	.60	.68	.69	.56	.57	.60	.64	.59

Guttman Scale statistics:

Coefficient of reproducibility	.84
Coefficient of scalability	.46

* Having armed guards and an electronic card identitication system were not included in the Security Hardware Index. These two items did not have a strong enough correlation with other items included in the index or a strong scale-item correlation score.

Methodology

Victimization Index Construction

Items in the index: Have you, a family member, or business associate ever been a victim of any of these violent crimes during the past two years?

V53	Robbery
V58	Burglary
V63	Assault

Matrix of correlation coefficients:

	V53	V58	V63
V53		.96	.95
V58			.94
V63			
Scale-item	.99	.92	.93

Guttman scale statistics:

Coefficient of reproducibility	.95
Coefficient of scalability	.86

Victimization Index Frequencies

Yes	48%
No	52%
(Number of Respondents)	(314)

Methodology

Precautions Taken While Away From Home Index Construction*

Items in the index:	Do you personally take any of the following precautions when traveling?
V49	thoroughly inspect your room for hidden intruders?
V51	leave the T.V. set on when absent from the room?
V52	prefer a computer card entry system rather than a room key?

Matrix of correlation coefficients:

	V49	V51	V52
V49		.42	.42
V51			.44
V52			
Scale Item:	.31	.32	.32

* Several items in this index were not included because they did not have a strong enough correlation with other items in the index or a strong scale-item correlation score.

Precautions Taken "En Route" To and From Work Index Construction

Items in the index:	Do you personally take any of the following precautions in your everyday life:
V37	vary your daily route to work?
V38	alternate cars instead of always using the same car?
V40	avoiding using public transportation for safety reasons?

Matrix of correlation coefficients:

	V37	V38	V40
V37		.81	.77
V38			.73
V40			
Scale Item:	.63	.67	.61

Residential Precautions Index Construction

Items in the index:

Do you personally take any of the following precautions in your everyday life:

V39	have an unlisted telephone number?
V43	secure your home with burglar and fire alarms and other safety features?
V44	Attempt to keep the location of your residence confidential?

Matrix of correlation coefficients:

	V39	V43	V44
V39		.59	.85
V43			.74
V44			
Scale item:	.63	.44	.73

Overall Precautions Index Construction

Items in the index:

V37	vary your daily route to work
V38	alternate cars
V39	having an unlisted telephone number
V40	avoid using public transportatio. for safety reasons
V43	secure your home with burglar and fire alarms and other safety features
V44	attempt to keep the location of your residence confidential
V46	employ a driver skilled in evasive driving tactics
V49	thoroughly inspect your room for hidden intruders
V51	leave the T.V. set on when absent from your room

	V37	V38	V39	V40	V43	V44	V46	V49	V51
V37		.82	.68	.77	.56	.65	.78	.52	.23
V38			.58	.74	.64	.54	.58	.44	.49
V39				.74	.64	.86	.63	.46	.52
V40					.82	.76	.57	.70	.56
V43						.75	.67	.34	.23
V44							.62	.47	.31
V46								.42	.03
V49									.46
V51									
Scale item:	.63	.71	.62	.77	.47	.68	.55	.50	.38

*Only those items which correlated highly with each other were included in the overall precautions index.

Methodology

Index of Overall Precautions - Frequencies

Number of Precautions Taken	%
0	30
1	17
2	18
3	12
4	8
5	6
6	3
7	4
8	1
9	1
(Number of Respondents)	(314)

Selection of Predictive Clusters:

Results of Factor Analysis:

Varimax rotated factor matrix:

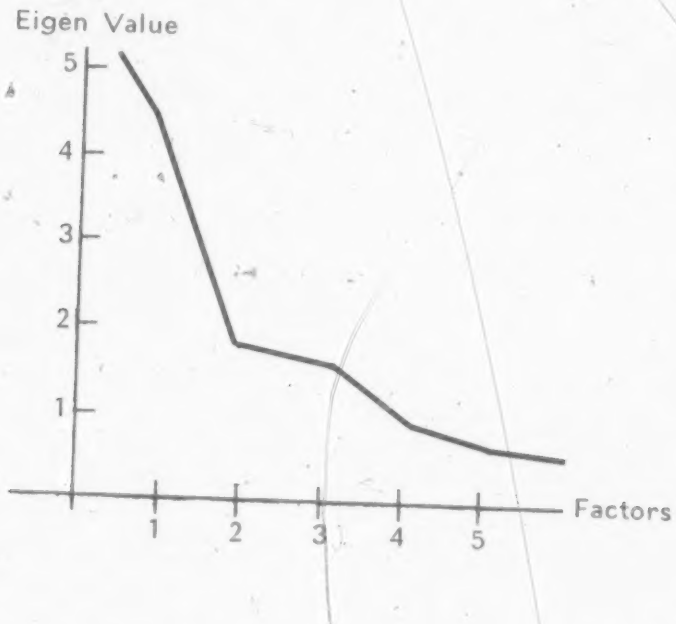
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
V6	.07	.49	-.29	.06	.17
V7	.18	.56	-.02	.42	.16
V8	.09	.16	-.04	.71	.02
V9	.06	.32	.06	.56	-.07
V10	.29	.70	-.01	.25	-.09
V11	-.06	.51	-.02	.13	.20
V12	.13	.32	-.04	.78	.03
V13	.24	.77	.04	.33	-.10
V19	.19	.02	-.11	.36	.47
V53	-.01	-.07	.79	-.02	-.03
V63	-.10	-.03	.78	.01	.06
V68	.70	.23	.20	.15	-.05
V69	.73	.15	.02	.07	.13
V70	.79	-.09	-.08	.14	.00
V71	.72	.05	-.10	.05	.15
V72	.36	.18	-.14	-.03	.07
V73	.22	.10	.17	.17	.31
V74	-.04	.06	-.18	.04	.29
V119	-.13	-.05	-.02	.08	-.78

Factor	% of Variance	Eigen Value
1	46	4.4
2	19	1.8
3	16	1.5
4	11	1.0
5	8	.7

Predictive Clusters:

Factor 1	Kidnapping concerns
Factor 2	Perceived increase in neighborhood crime
Factor 3	Victimization
Factor 4	Burglary-robbery
Factor 5	Company size

Scree Test:



Questionnaire

Crime in Neighborhood

1. In the past five years do you feel that the incidence of any of the following crimes has increased in the neighborhood where your corporate headquarters is located?

	Yes	No	Don't know
Arson	( )	( )	( )
Assault	( )	( )	( )
Burglary	( )	( )	( )
Car theft	( )	( )	( )
Homicide	( )	( )	( )
Kidnapping	( )	( )	( )
Robbery	( )	( )	( )
Sexual Assault	( )	( )	( )

Company Relocation

2. Has the threat of any of these crimes led to serious discussions about possible relocation of company headquarters to a more secure locale?

   Yes ( ) No ( )

3. Has your company decided to relocate in the near future because of the crime problem?

   Yes ( ) No ( )

4. Were crime considerations an important factor in choosing the present location for your corporate headquarters?

   Yes ( ) No ( )

5. How long has your company been located at your present address?

   For _____ years.

Company Security

6. Has the threat of crime in the neighborhood of your headquarters affected company security policy?

   Yes ( ) No ( )

Questionnaire

7. Please indicate which of the following best describes policy guidelines of your security program.

Our security program:	Yes	No
is minimal. The threat of crime does not warrant a security program at this time	( )	( )
stresses maintaining a low profile for top executives	( )	( )
tries to prevent criminal acts on company premises and against employees	( )	( )
stresses education of employees on security	( )	( )
takes an overall systematic approach which evaluates the security needs of the corporation as a whole, the needs of the individual branches and of specific individuals	( )	( )
includes detailed crisis management plans in case of emergencies	( )	( )
is coordinated by a security specialist	( )	( )

Hardware Safety Measure

8. Has your company installed any of the following precautionary devices at company headquarters:

	Yes	No
Armed guards	( )	( )
Automatic light timers	( )	( )
Automatic sprinkling system	( )	( )
Building security checks	( )	( )
Burglar alarms	( )	( )
Closed circuit T.V.	( )	( )
Electric floodlighting	( )	( )
Electronic card identification	( )	( )
Fire alarms	( )	( )
Photo electric timers	( )	( )

Taking Precautions

9. Do you personally take any of the following precautions in your everyday life?

Do you:

	Yes	No
vary your daily route to work?	( )	( )
alternate cars instead of always using the same car?	( )	( )
have an unlisted telephone number?	( )	( )
avoid using public transportation for safety reasons?	( )	( )
avoid being out in public where you are readily identifiable?	( )	( )
separate your credit cards from your wallet?	( )	( )
secure your home with burglar and fire alarms and other safety features?	( )	( )
attempt to keep the location of your residence confidential?	( )	( )
have a personal body guard?	( )	( )

10. Do you personally take any of the following precautions when traveling?

Do you:

	Yes	No
employ a driver skilled in evasive driving tactics?	( )	( )
employ an armed driver?	( )	( )
never go into your hotel room without an escort?	( )	( )
thoroughly inspect your room for hidden intruders?	( )	( )
always double-lock your door	( )	( )
leave the T.V. set on when absent from your room?	( )	( )
prefer a computer card entry system rather than a room key?	( )	( )

Questionnaire

Concern About Victimization

11. Have you, a family member, a good friend, or a business associate ever been a victim of any of these violent crimes during the past two years? Check all that apply:

	No Victimization	Yourself	Family Member	Friend	Business Associate
Robbery	( )	( )	( )	( )	( )
Burglary	( )	( )	( )	( )	( )
Assault	( )	( )	( )	( )	( )

12. Are you particulary concerned about kidnapping for political or monetary gain of:

	Yes	No
Yourself	( )	( )
Family members	( )	( )
Good friends	( )	( )
Business associates	( )	( )

13. Are you concerned about the possibility of arson against your company?

Yes ( ) No ( )

14. Does your corporation have extensive international business ties in countries where executives have been attacked?

Yes ( ) No ( )

15. In what type of neighborhood is your company headquarters located?

Large city, central district	( )
Large city, outlying district	( )
Medium sized city	( )
Small city	( )
Suburban	( )
Rural	( )

Demographics

16. What are your company's primary areas of business: (Check all that apply.)

Aerospace	( )
Agriculture/food/tobacco	( )
Consumer goods	( )
Electronics/measuring and scientific equipment	( )
Metal manufacturing/metal products	( )
Mining/petroleum/chemicals	( )
Motor vehicles	( )
Multinational manufacturing	( )
Office, industrial and farm equipment	( )
Pharmaceuticals	( )
Publishing/printing/broadcasting/motion picture production	( )
Transportation/communication	( )
Wood/fiber/textiles/plastic/glass products/ rubber paper/fiber wood	( )
Other_____	

17. What are your company's annual sales?

$100 million or less	( )
$101 million to $200 million	( )
$201 million to $300 million	( )
$301 million to $500 million	( )
$501 million to $700 million	( )
$701 million to $999 million	( )
$1 billion to $50 billion	( )
Over $50 billion	( )

18. What is the number of employees at corporate headquarters? (Estimate if not sure.)

Under 50	( )	1,001 to 2,000	( )
51 to 100	( )	2,001 to 3,000	( )
101 to 200	( )	3,001 to 4,000	( )
201 to 500	( )	More than 4,000	( )
501 to 1,000	( )		

Topical Opinions

19. Do you think the death penalty discourages murder?

Yes ( ) No ( ) Don't know ( )

Questionnaire

20. Do you think prison sentences discourage crime?

Yes ( ) No ( ) Don't know ( )

21. Are the courts in your area too harsh?

Yes ( ) No ( ) Don't know ( )

22. What do you think the main emphasis is in most prisons today and what do you think the main emphasis should be?

	Emphasis is	Emphasis should be
Rehabilitation	( )	( )
Protection	( )	( )
Punishment	( )	( )

23. How successful are most prisons in rehabilitating criminals and helping them return to society as law-abiding citizens?

Very effective ( )
Effective ( )
Not particularly effective ( )
Totally ineffective ( )

24. What is the main cause of violent crime in America today?

the need for money ( )
unemployment ( )
poverty (slums) ( )
leniency of courts (too easy on offenders, permissive laws) ( )
breakdown of traditional values (disregard of human life) ( )
the family (lack of parental supervision) ( )
TV (media coverage of crime) ( )
racial tensions ( )
Other (write in): _____

25. Do you favor or oppose the following policies?

	Strongly favor	Favor with reservations	Oppose with reservations	Strongly oppose
the death penalty for persons convicted of murder	( )	( )	( )	( )
a law requiring a person to obtain a police permit before buying a handgun	( )	( )	( )	( )
giving the police more power to question people	( )	( )	( )	( )
wiretapping	( )	( )	( )	( )
mandatory prison sentences for people convicted of violent crimes	( )	( )	( )	( )
probation for first offenders at the discretion of the court	( )	( )	( )	( )
long prison sentences for people found guilty of violent crimes	( )	( )	( )	( )
sterilization of habitual criminals and hopelessly insane	( )	( )	( )	( )